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24 MAR 1975

MEMORANDUM FOR: The Comptroller

SUBJECT : DCI Area Personnel Cuts for FY 1976

REFERENCE : Your memo to multiple addrs., dtd
14 Mar 75; Subject: Further Personnel
Cuts for 1976

1. In response to your memorandum, it is necessary to make a few general observations before commenting on the manpower situations in the specific offices of the DCI Area.

2. I have trouble equating the "16 (vacancies) in the DCI Area" reported in your memorandum with the existing on-duty situation in each of the DCI Area offices. True, we do have some contract authorization slack in the Office of the DCI but you are aware of the reasons therefor. "Slotting" as such in one or two offices is--shall I say--not precise. But as far as the DCI Area as a whole is concerned, I project an on-duty strength for 30 June 1975 of close to, if not exceeding, the combined staff and full-time contract authorization of [] with additional manpower requirements still being sought by OGC, OLC, IG and ICS.

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3. With reference to your paragraph 4(2), we are now, in a few cases, using part-time staff or contract employees in the Offices of the IG, GC, and ICS. I don't think much further possibility for part-timers exists in the DCI Area.

4. Finally, as you are well aware, the long-term nature and manpower requirements for personnel dealing with the several Presidential and Congressional investigations of the Agency are at the moment unknown to me. Several offices of the DCI Area have drafted or begged help from a variety of places in the Agency and in fact, the Presidential and Congressional Reviews Staff of the O/DCI exists as a quasi-official unit without ceiling but with six people assigned. I frankly don't know how long this situation should be or ought to be continued since

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I assume offices lending personnel for these functions will want to recruit replacements at some time in the future or have their people returned--especially the secretaries.

5. More specifically, however, the Director in one way or another has indicated some sympathy for increasing manpower requirements in a few of the offices:

- a. OGC (Attachment 1) 4/5 slots
- b. OLC (Attachment 2) 2 slots

6. In addition, the Inspector General has discussed his manpower predicament with the Director and envisions a hard requirement for three additional slots (Attachment 3).

7. Although I have received as yet nothing specific from the Intelligence Community Staff, I do know that their assessment of the Director's objectives vis-a-vis the Intelligence Community, combined with the support they will be required to provide the Congressional investigations of the Intelligence Community, will create a manpower short fall up to perhaps 12 slots. I expect that the D/DCI/IC will discuss this with the Director before submitting his 1976 operating budget requirements. I still feel there is a case to be made to negotiate ceiling for IC Staff with OMB separately and independently of CIA.

8. Therefore, the information available to me at this time suggests that there is no possibility whatever of approving any further reductions for the FY 1976 in on-duty strength authorization and in fact some increases will be required. Most of these increases will in one way or another be the result of Congressional reactions to press revelations concerning the Agency, Freedom of Information requests, legal involvement of the Agency in a variety of areas, and the increasing involvement of the Director in Intelligence Community affairs. I am attaching some statistics, which in my best judgment, reflect the manpower requirements as perceived by the office heads concerned. Although you will see that I have maintained a distinction between staff and full-time contract employees as far as the numbers are concerned, please note I am dealing with full-time employees, both staff and contract, and that the "operative" figures are the totals. My experience suggests that it is impossible to project what type of employee or employment relationship will be requested on a specific individual until the individual has been identified. Therefore, I welcome the "one ceiling" approach to manpower level authorizations.

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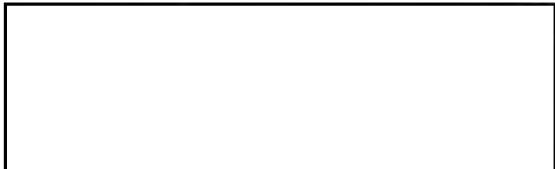
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9. In sum then, while the FY 1976 budget for the DCI Area reflects a total requirement of full-time employees, estimates indicate that office heads feel they have strong justifications for increases totaling up to 20 additional full-time employees.

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Administrative Officer, DCI

Attachments:

1. OGC Memo dated 10 Feb 75
2. OLC Memo dated 10 Mar 75
3. IG Memo dated 9 Dec 74
4. Statistics

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Executive Registry

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9 DEC 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Status of the Inspection Staff

1. This memorandum is for your information only. It has to do with the status of the Inspection Staff after a year and a half in its reorganized form.

Background

2. At the time of the reorganization of the Inspection Staff, its reduction was based on an estimate that the component surveys--which were being terminated--took about 70% of the time of the staff. There was some uncertainty concerning the actual work requirements, and it was decided to have a staff of seven. This is made up of the Chief of the Inspection Staff (who also serves as Deputy Inspector General), four inspectors, and two secretaries. One of the four inspectors is the CIA Director of Equal Employment Opportunity (D/EEO), and another is the CIA Federal Woman's Program Coordinator (FWPC); the D/EEO is engaged almost full time on EEO work and the FWPC spends over half her time similarly. During the first year and a half following the reorganization one inspector has been involved full time on Watergate related issues (not counting considerable time by the Inspector General and his Deputy). The Staff also serves as focal point for processing applications for and inquiries about assistance to non-USIB government agencies. A continuing major responsibility is that of employee grievances. It was also intended that the staff would conduct special studies such as you had found useful during the first half of CY-1973.

3. On 6 November 1973 I submitted to you a proposal for a program for the Inspection Staff, which you approved on 9 January 1974 (copy attached). That paper noted the study of CIARDS (then underway and since completed), a study of TDY leave from Vietnam (which was completed as a more general study of leave policy for hardship posts, which led to changes in practice), the Watergate activity (which progressed to a draft history of the Agency's association in the matter, being suspended with the development of the inquiry by Senator Baker), and the above-mentioned role of focal point for approval of assistance to other government agencies.

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There was general reference to specially designed interview programs of employees, one of which is now near completion. There also was a list of nine proposed special studies, only one of which we have been able to conduct (on the Agency's handling of classification and declassification of documents and papers); we had anticipated that these studies would have led to some new subjects, an expectation not realized due to the inability to take on those planned. It is clear that the staff has not had the manpower to handle the tasks it has, with the main impact being on the intended program of studies. We have conducted one short ad hoc inquiry into possible violation of conflict-of-interest provisions in solicitations for the Agency's Educational Aid Fund.

4. The work load of employee grievances continues at about the same level that it has been over the years, despite the reduced size of the Agency. In CY-1973 we did handle a larger number of cases than usual, the difference representing the surplus appeals during the first half of CY-1973 prior to reduction of the staff. While the EEO program operates under separate legal authority and reports directly to you, for purposes of this memorandum it is treated as part of the work load of the Inspection Staff, taking, as it does, more than 75% of the time of the D/EEO and the FWPC combined; this work clearly is increasing, which will further reduce the capability of the staff to handle other work.

5. Because of the reservations about the staff's manpower, at the time of the reorganization, approval was obtained to employ an inspector on contract, to work on special studies while experience was gained in the new organization form; she has worked only half time, being responsible for the CIARDS study and the upcoming report of the headquarters interview program. Additionally, during the year and a half since reorganization, we have had three officers on loan from the DDI and DDS&T at different times, for a total of one man-year. Further, we had a team of ten indexers on a ninety-day project to extend the index of the files accumulated on Watergate. These augmentations in manpower have not really solved our problem, handling only special projects that could not be handled within existing ceilings. We believe this experience, with the work there is to do, indicates a need for more permanent arrangements for an expanded T/O.

6. The work pattern for the past year is probably not fully representative of what the future holds in store. However, it does

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provide a reliable basis for predicting future trends. The EEO program clearly is going to demand increasing time. The initial phase of gathering information, conforming to Civil Service Commission reporting requirements, stimulating the development of operating policies and of procedures for following through on their implementation, has been essentially accomplished. The small EEO staff will prove inadequate to carry the momentum it has developed, especially for the detailed follow-up that will be required for the next phase of recruitment of minorities and advancement of qualified individuals. There also seems to be a growing EEO grievance work load. The two inspectors (D/EEO and FWPC) now assigned to that work before long will be lost completely to other Inspection Staff duties, as well as creating new work requirements of their own. Lew Warren, the black professional from the DDS&T will help carry the EEO load, but we do not even have a slot for him. In addition, the D/EEO recently has sent you a memorandum to the effect that the EEO investigations should be conducted by the IG. Apparently you approved this concept, which clearly would require another inspector.

7. In addition to the growing EEO work, we have been concerned that the staff is not always able to handle employee grievance cases as expeditiously and as thoroughly as it should. With the exception of the affirmative action part of the EEO program the staff has been limited to being reactive rather than being able to take initiatives of its own. In those instances in which we are told of defects and dislocations in the management of things, we have been unable to inquire into them sufficiently to know if they are in fact problems, and if so whether they are serious enough to warrant further study.

Conclusion

8. As we have reviewed our experience and work load, in terms of the direction things are taking, it has become increasingly evident that we are understaffed. In looking at the clearly growing EEO program we have concluded that there should be a separate EEO Staff, in the Office of the Inspector General, with three officers and one secretary, representing an increase of one officer [redacted] and his slot) and one secretary. We believe that the remaining two inspectors (not including the Deputy Inspector General, who handles a share of the case load), should be augmented by one officer. This is essential to ensuring that the grievance case load is handled effectively, as well as hopefully being able to handle a modest program of special studies

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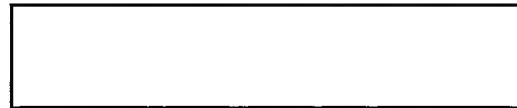
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as time permits. In addition, if we have to do the EEO investigations, a second officer will be needed. The Audit Staff will not be affected by these changes.

9. I realize that the manpower and budget restrictions being imposed on both the Agency and the DCI area make assignments to the IG Staff difficult. However, I also believe that the experience over the past year and a half has demonstrated clearly that the Inspection Staff was reduced below a realistic level in June 1973, both for the work it had to do then and particularly for the work that it was to do under the growing EEO program. I would like the opportunity to discuss these problems with you further at your convenience.



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Donald F. Chamberlain
Inspector General

Attachment: a/s

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